



**SECRETARY OF THE ARMY
WASHINGTON**

04 SEP 2007

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Army Policy for Civilian Workforce Management and Service Contracts

1. References:

a. Memorandum, Secretary of the Army, 7 January 2005, subject: Accounting for Contract Services.

b. Memorandum, Secretary of the Army, 23 February 2006, subject: Army Policy for Civilian Hiring and Initiation/Continuation of Contracts for Service Personnel.

c. Memorandum, Secretary of the Army, 29 January 2007, subject: Improved Management and Justification of Service Contract Requirements.

d. Memorandum, Secretary of the Army, 2 February 2007, subject: Lifting of Civilian Hiring Restrictions and Civilian Execution Plans.

2. The purpose of this memorandum is to clarify policies regarding Civilian workforce management and service contracts.

3. Senior Commanders and HQDA Principals are inherently responsible to have a human capital strategy for Military, Civilians (career, term, and temporary), and contractors that addresses both short and long-term workforce requirements and wisely utilizes the Army's scarce resources in execution of the Army's priorities. We must transform to meet enduring requirements in our core competencies with Military and Civilian employees, and only use contractors for surge or specialized needs. Within each organization's human capital strategy for Civilians and contractors we need to improve the pace of Civilian hiring to fill the Army's needs.

4. Policy: Senior Commanders and HQDA Principals may delegate the responsibility for approving hiring and contracting actions covered by the referenced policies to the accountable authority at the GO/SES level. Hiring approval authorities are responsible for ensuring that their human capital strategy is executed in coordination with the appropriate budget authority. Senior Commanders and HQDA Principals will continue to report monthly execution data on the Civilian workforce and service contracts to the Office of the Assistant Secretary of the Army for Manpower and Reserve Affairs.

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5. People are the Army's greatest asset and need to be managed accordingly. Your personal leadership is critical. Accordingly, leaders at all levels must understand and be conversant on their organization's human capital strategy and how it is being implemented in today's complex, resource constrained environment.



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